



**LAURENCE SCHOOL**



**STRATEGIC PLAN 2011-2015**



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Dear Laurence Community,

Over the past decades, Laurence School has been involved in Strategic Planning to enable the School to thrive throughout its history. The Strategic Plan is a collaborative effort of the Board of Trustees, Administrators, Faculty, Staff and Parents that allows the School to continue to successfully grow and evolve. The overarching goal is to maintain our core values and philosophy while remaining on the cutting edge of 21st century education.

Input is consistently sought from numerous sources to broaden the perspective of the School, including:

- External research, including the National Association of Independent Schools (NAIS) Sustainability Model
- Input from the Administration and Faculty
- Board of Trustees and Board Committees, specifically Finance, Facilities, Development and Global Garden
- Faculty survey (completed on an annual basis)
- New parent survey (completed on an annual basis)
- Full parent survey (completed in Q4 2009)
- Action items and recommendations from prior California Association of Independent Schools/Western Association of Schools and Colleges (CAIS/WASC) accreditations
- Ongoing dialogue with preschool, elementary and secondary school Administrators
- Input from resources outside the school, including consultants and industry and community leaders



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In 2010, the CAIS/WASC Self-Study launched the School into its next formal planning phase, with input on critical strategic issues provided by Faculty, Administration, Parents and the Board of Trustees. The Strategic Planning Committee of the Board of Trustees took the lead on documenting the strategic issues facing the School and outlining strategic objectives.



The work then evolved into the articulation of strategic goals for Laurence over the next three to five years. The process used to develop the 2011-2015 Strategic Plan was thoughtful, comprehensive and well-informed.

A key element of the most recent strategic planning effort was the update of the School's Mission Statement. With several new Board members and Faculty, the School had the unique opportunity to tap into an innovative source of creative energy. The revised Mission Statement reflects updated themes such as interculturalism and our global community. What has remained constant and steadfast is the School's focus on the "The Total Child" and the commitment to a personalized, developmentally appropriate educational program.

The 2011-2015 Strategic Plan outlines the critical roadmap for Laurence to continue to flourish and expand. The planning committee has adopted a framework of sustainability articulated by the NAIS to guide its work --- a highly relevant construct in the face of continued uncertainty and the vital role of sustainability in positioning independent schools to address the challenges and opportunities in the 21st century.

The road ahead is exciting and full of potential. Since 1953, the vision of co-founders Marvin and Lynn Jacobson has inspired and navigated Laurence School to a preeminent position in elementary education focusing on "The Total Child." The Strategic Plan represents an unwavering commitment to educational excellence and the ongoing legacy of their dream. As Laurence School embarks on the next leg of its journey, we do so with a sense of optimism and with the strength borne of our rich traditions and history.

Gratefully,

***Laurence School Administration and Board of Trustees***

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## MISSION STATEMENT



*Laurence's purpose is to develop the unique abilities and potential of each of its students by offering a personalized, developmentally appropriate and enriched educational program. Our focus is on "The Total Child."*



*A multidisciplinary approach encourages intellectual, creative, ethical, social and emotional growth and awareness. Laurence is dedicated to academic excellence, pride in oneself, mutual respect, compassion and interculturalism.*



*Rich traditions and an innovative curriculum endow our students with the life skills needed to meet the challenges and opportunities of citizenship and leadership in the global community.*

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## LAURENCE SCHOOL STRATEGIC PLAN FRAMEWORK: 2011-2015

Given the rapid pace of change in the school's external environment and the continuous changes and improvements in elementary school education, the Board and Administration adopted a framework of "sustainability" to guide the School's longer range planning efforts.



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## PROGRAMMATIC SUSTAINABILITY

### *Strategic Drivers*

- Increasing focus on critical thinking - how children think, not just what they learn
- New learning models – online learning, project-based learning
- Growing need to focus on cooperative learning models - team building, working in groups
- Leadership and public speaking skills becoming an essential life skill
- Focus on citizenship and being a leader in the community and global world
- Growing use of and opportunities to leverage technology
- Growing competition for talented teachers and administrators
- Increasing influence from multiple information sources – media, social networking, etc.



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### *Strategic Goals*

- Continue to identify innovative curriculum that will enrich student learning and enhance the learning process
- Enhance language opportunities
- Continue to recruit, retain and develop the most talented and effective teachers who are dedicated to advancing their professional development
- Apply learning methods that foster critical and creative thinking and provide an environment where students are supported in taking risks and expanding their perspective
- Continue the adoption and integration of current and emerging technologies to enrich student learning and advance students' mastery of core academic skills and concepts
- Enhance technology-based learning models:
  - On-line learning programs and communities
  - Multi-media capabilities
  - Online tools to share best practices
- Foster global sharing of best practices and avenues for outreach and learning
- Strengthen the school's technology platform by creating an "Always On" learning environment
- Continue to strengthen the character education program through expanded service learning opportunities and by providing meaningful leadership opportunities for students
- "Represent the L":
  - Make a Difference recognition
  - Citizenship recognition
  - Student Ambassadors
  - Buddy Program



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## FINANCIAL SUSTAINABILITY

### *Strategic Drivers*

- Increasing programmatic demands and parental expectations
- Rising cost of insurance and other administrative expenses
- Demand for top-tier teachers, increasing payroll and benefits costs
- Need to build reserves to fund strategic ventures
- Potential impact of economic downturn





### ***Strategic Goals***

#### **Development**

- Continue to grow the Annual Fund, including increasing grandparent participation
- Maintain Annual Spring Event fundraising levels
- Continue to grow and enhance new fundraising channels (i.e. Golf Tournament)
- Continue to implement the Build a Greener Greater Laurence Capital Campaign by reaching out to individual donors
- Create new Alumni Outreach Program to expand reach of school, cultivate this development channel and ultimately support enrollment goals
- Enhance communication efforts to allow school community to more fully understand the School's mission and needs

#### **Finance**

- Continue to pay down the debt connected with recent campus and facilities expansion in advance of the current amortization schedule
- Increase the School's forced reserve, which is budgeted as a separate line item
- Maintain the School's enrollment at 300 by attracting families from an increasingly expansive geographical area and maintaining a strong financial aid budget
- Update Laurence's 5-Year Financial Plan to address the current and future needs of Laurence

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## DEVELOPMENT STRATEGY

The goal of Laurence School's development strategy is to focus less on fundraising for individual projects and more on the sustainability of the School and supporting a longer term vision.



- Enforce sense of school community by “re-orienting” the center of the school – unify the campus
- Create multi-purpose field (athletics, school and social events, green space, etc.)
- Create visual and physical continuity and sense of “openness”
- Modernize existing facilities to support programmatic goals and enhance competitiveness
- Address parking shortage
- Ensure financial sustainability & risk mitigation
- Ensure environmental sustainability – promote eco-awareness by enhancing use of energy saving equipment, materials and fixtures
- Develop long-term facilities master plan
- Reduce class size in primary division
- Support programmatic enhancements, such as arts, athletics, curriculum, technology, larger classrooms and enrichment programs
- Potentially expand the School's physical footprint as opportunities arise



LAURENCE SCHOOL  
PRESENTS

The **WIZARD**  
of **OZ**

Follow the  
Yellow brick road...

Thursday, January 27, 2011 at 7:00 pm @ LaSalle  
Friday, January 28, 2011 at 7:00 pm @ LaSalle  
Saturday, January 29, 2011 at 9:00 pm @ LaSalle  
Sunday, January 30, 2011 at 4:00 pm @ LaSalle

County of Geneva vs.

**DR. FRANK N. STEIN**

Parents Invited

Lawrence School Kids' Court 2010  
May 27th & 28th  
1:00 P.M.  
Lawrence Courtrooms



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## ENVIRONMENTAL SUSTAINABILITY

### *Strategic Drivers*

- Rise in 'ethical consumerism' – growing consumer expectation that businesses care for the environment
- Growing health concerns related to the environment
- Scarcity and rising cost of water, fuel and other natural resources
- Parental expectations that environmental concepts be built into the school curriculum
- Growing opportunities for hands-on learning





### *Strategic Goals*

- Ensure the physical plant reflects the School's priority related to environmental stewardship
- Optimize the multi-purpose usage of the "green space" on campus to enhance the sense of community and maximize the efficient use of school resources
- Provide opportunities for hands-on, outdoor learning
- Integrate theme of environmental sustainability and stewardship into the science and other curriculum



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## DEMOGRAPHIC SUSTAINABILITY

### *Strategic Drivers*

- Aging population, fewer school-age children
- Competition for diverse/intercultural students and faculty
- Economic pressures limiting availability of financial aid and the overall pool of applicants to independent schools
- Increasingly global community, especially in LA Basin
- Parental expectations that curriculum reflects demographic profile of the community
- Growing expectations from community leaders for businesses, schools and communities to work collaboratively





***Strategic Goals***

- Allocate resources to provide financial assistance to families in need
- Increase diversity of faculty and staff to reflect demographics of broader community
- Enhance curriculum that builds awareness of our global community – awareness of language and culture
- Continue to expand service learning to connect the school with the community
- Expand the reach of the School to provide greater opportunity to attract a diverse/inter-cultural parent and student body and ensure financial sustainability
- Establish a forum for the entire school community to engage in meaningful planning around the critical concept of interculturalism
- Ensure the composition of the Board of Trustees reflects the broader community while maintaining critical expertise



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## GLOBAL SUSTAINABILITY

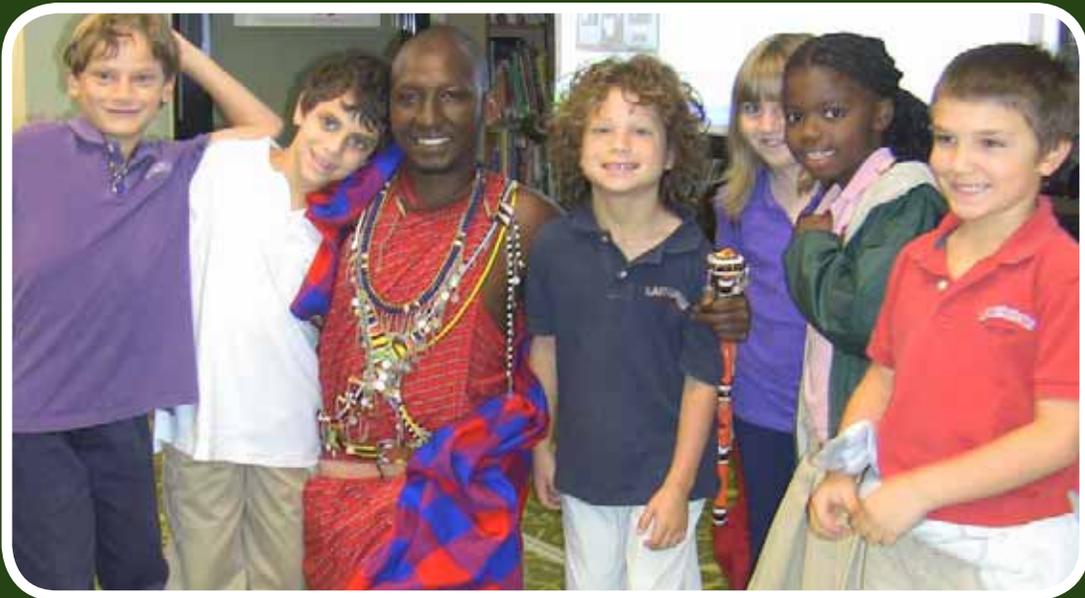
### *Strategic Drivers*

- World playing field is more interconnected, interdependent and accessible
- Greater access to information – some credible and some not
- More sharing of ideas and more people to learn from
- Rapid innovation and dissemination of information and sharing of information and ideas
- Elimination of the need for physical presence – we can learn, work and play “virtually”
- Expansion of business concepts - greater vertical and horizontal integration



### *Strategic Goals*

- Expand the core and enrichment curriculum to develop a higher level of understanding and appreciation for diverse cultures (language, history, music, current events)
- Re-charter the Board's Diversity Committee with expanded and better articulated objectives and with visible support from the parent community, Board and Administration (Global Garden Committee)
- Continue to enhance the curriculum to provide opportunities to broaden the global perspective
- Open up communication channels with diverse people around the world to provide insight into life in other countries and across different cultures
- Utilize technology to increase awareness of the global community and find ways to meaningfully connect
- Expand service learning opportunities to build a deeper understanding of diverse cultures and socio-economic backgrounds





*Representing the “L”:  
Life, Learning and Leadership*



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Laurence does not discriminate based upon race, religion, national or ethnic origin or disability.